

# DEALING WITH GENERATIONAL CHANGES EMPLOYEES: A SYSTEMATIC REVIEW OF GENERATION Z AND ITS PERCEPTIONS ON OFFICE WORK IN THE HEALTH INDUSTRY CONTEXT

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## Abstract

Generational change in the world of work requires companies to make changes in human resource governance. In today's world of work, colleagues from across generations are familiar. Namely, the most senior generation of baby boomers, generation X, millennial, or generation Y, to generation Z who are the youngest in the office.

Each generation has its characteristics that determine the strengths and weaknesses in the workplace. Collaborating with various people is not easy. It can be challenging to unite thoughts between peers, especially with people who are older or younger. Different views and perspectives often create communication problems that lead to conflicts in themselves.

The health industry is experiencing a shift in its work environment structure due to changes in employee generations. The baby boomer generation (the generation born from 1946 to 1964) will soon be retiring. Meanwhile, the generations below, such as generation X, the millennial generation, and generation Z, have begun to dominate employment. Therefore, it is necessary to understand how to deal with employees in generation Z.

**Keywords:** Generational Change, Human Resources, Generation Characteristics, Health Industry

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## INTRODUCTION

Etymologically, the idea of work intended "disappointment," "exhaustion," and "annoyance" in historic Greece and Rome (Lordly, Kaplan, Corner, 1999: 1), described in diverse states. The job manner someone's capacity to apply his frame and memory power as planned in a selected path (Sober, 1996: 2). Before the economic revolution, the idea of labor became known as paintings achieved at home or inside the area (Watson, 2004: 1). In trendy, it means economic sources that allows you to keep on along with his life, deliver dignity, create a feel of belonging and identity, offer a person with an orderly experience, build social relationships, configure identity and personality, compare leisure time, growth his competencies, acquire personal desires and satisfaction. Physiological (Never, 2008: 6-7).

In pre-industrial society, paintings is considered a punishment or a way of liberation. Nevertheless, human's mind approximately paintings aren't regarded as real disappointment, fear, and challenging existence. It is considered to be doubtlessly profitable and gaining delight. Collectively with the economic revolution, the growth in factories and the want for workers to be more skilled and knowledgeable brought about humans to peer work as a means of displaying their abilities by means of receiving schooling (Steel and Mussel, 2011: 206). Till the ultimate quarter of the 20th century, paintings appear because the middle of person life, beside the increasing technological expectations of individuals from skilled expertise to being one amongst a sort (Sabuncuoglu, 1997: 2). ever-changing professional life associate degreed changing perceptions of people and views on paintings build the concept of era a

subject that desires to be surveyed additional intently. normally visible within the social science literature, this concept is an essential subject material that ought to be stressed inside the community and an enormous space choice. Taking area, managers and employees of varied generations of the enterprise network are terribly curious about the industrial enterprise network. The construct of era is represented as a bunch that stocks crucial activities necessary within the equal delivery time period and essential trends in these events (Kupperschmidt, 2000: sixty-six). feeding man or girl elementary social conduct and values for every technology is formed by the results of the setting and values encompassing them throughout boom (Seckin, 2000: one zero one). Silent generation (1925-1944), kid increment (1945-1964), generation (1965-1979), era Y (1980-2000) (Cooman and Dries, 2012: forty-four in Ozkan).

Among the country wide and global literature, generation Z will not occur in giant classifications. the aim could also be a length throughout that researchers at that time had been at or now not foretold changes within the improvement of occasions among the world and a fast approach of lifestyles with the results of economic process on the equal time. era Z can input the enterprise network presently and primarily born once 2000 in the literature spoken because the cell technology. They develop with era and beside the arena immense internet, mp3 gamers, short messages, mobile telephones, PDAs, YouTube, iPads, media era (Kapil and Roy, 2014: 10-eleven). generation Z developments are confident, satisfied, in shape for crew spirit, experience social carrier sports, and are greater inquisitive about moves than previous generations ([www.psychologyfoundation.org](http://www.psychologyfoundation.org)).

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Generational variety within the workplace is an ongoing "organizational phenomenon" (Joshi, Dencker, & Franz, 2011) that has obtained vast interest in the instructional literature and popular press. The basis reasons come broadly speaking from sociological help, which establishes how companies of individuals or businesses born within the same historic and sociocultural context, who skilled the identical formative studies of their childhood (among the a while of sixteen and 25), broaden a shared identity that directs the values their values, attitudes, and lifetime behaviors (Mannheim, 1952; Ryder, 1965) or "technology printing" (Parry & Urwin, 2011). workplace clashes, when the prevailing norms and conduct of one organization are adverse with the aid of others in special or opposing approaches, are often visible as a result of this phenomenon. inside the shape of elevated tension, mistrust, poor communiqué, and false impression, the generational warfare has been suggested often (Zopiatís, Krambia-Kapardis, & Varnavas, 2012). it's been shown to affect crucial organizational results, which include task delight, worker turnover, absenteeism, paintings commitment, organizational citizenship behavior (OCB), and productivity results (Chi, Maier, & Gursóy, 2013; Josiam et al., 2009; Park & Gursóy, 2012 in Sakdiyakorn).

Such viewpoints echo via most of the people of generations' research drawing near phenomena thru a "institution angle" with the aid of demonstrating the demographic institution of the final century into the four leading companies - Traditionalists, baby Boomers, generation X, and era Y - primarily based on co-beginning years. And expect the stories of youngsters. consequently, this paper will observe the prediction of generation Z's behavior in office paintings or formal paintings.

### **SYSTEMATIC REVIEW**

Assessment staff Composition modifications in the personnel's composition offer assisting arguments towards continuously updating information approximately generational variety. on reflection, organizational leaders' challenge 3 decades in the past changed into in technology X getting into the arena of work, shifting up the ladder, and interacting with baby Boomers (Brown et al., 2015 in Sakdiyakorn). The final decade has followed a similar pattern, with technology Y being the principle target of research as they emerge within the personnel (Barron et al., 2007; Josiam et al., 2009; Josiam, Devine, Baum, Crutsinger, & Reynolds, 2010; Josiam et al., 2008; Kong, Wang, & Fu, 2015; Maxwell et al., 2010; Richardson, 2010; Richardson & Thomas, 2012 in Sakdiyakorn).

These days, very little has been mentioned around era Z, with a read to update generation Y because the youngest employee. during a comparable vein to the beyond, a different cycle is probable to emerge between technology Z and also the older generation, developing equally intergenerational strife with present company norms (Manheim, 1970 in Sakdiyakorn). understanding however era Y and technology X react to the present new technology as they move up the career ladder and kid Boomers retire from paintings are going to be valuable. on the grounds that almost all companies "aren't designed to integrate the desires and preconceptions of successive generations of personnel" (Behrens, 2009, in Kapoor & Solomon, 2011, p. 313 in Sakdiyakorn), ongoing studies towards understanding generational diversity are needed.

How this observe contributes to the complete mastering of the generational phenomenon in workplace work or formal paintings. activity pride and Generational businesses organizations are no longer competing for massive numbers of clients. alternatively, they're competing to gather the

knowledge of people that can paintings and hold their companies afloat for years or all the time. With so many issues in turnaround and early retirement. it's been showed through many studies in organizational behavior and control that activity satisfaction is a considerable predictor of worker dedication and their purpose to interchange to every other task (Knight, Durham & Locke, 2001; Ingersoll, 2001; Ingersoll, 2006 in Ahmad, 2015).

Ingersoll (2006) and Igbaria and Greenhaus (1992) in Ahmad (2015) kingdom that process delight is the main contributor to this situation. As based by means of Tan (1998) in Ahmad (2015), elements inclusive of task pride have a massive dating with worker purpose - to depart the employer. On the only hand, leaders' aid appears to be an vital factor in growing job enjoyment of associate degree organization. Ulrich, Jick & Glinow (1993) in Ahmad (2015) facilitate that leader conduct can mirror structure systems and cooperation and choice-makers. demanding things in managing people businesses one of the foremost pressing issues in organizational exchange is that the demographic shift and its result on leadership. With the fashionable cluster of employees transition, leaders venture leaders to influence employee commitment (Jernigan, Beggs & Kohut, 2002 in Ahmad, 2015). people variations are relating to worker motivation, organizational productivity, teamwork, and organizational alternate (Zemke, Raines & Flipczak, 2000 in Ahmad, 2015).

If leaders will higher perceive their characteristics, it might give managers with the gear to retain the wonderful personnel. the variety of backgrounds and traits of workers necessitate leaders to evolve their management styles. Such changes can provide value to the organisation (Sugansky & Ferri-Reed, 2009 in Ahmad, 2015). Labor transition consists of extraordinary from exclusive agencies represented as kid boomers, gen X, and information Y. each of these corporations is exclusive thanks to their life reports, existence, profession stages, and paintings get pleasure from (Cennamo & Gardner, 2008 in Ahmad, 2015). furthermore, given the variations of their characteristics, present day leaders cannot count on loyalty to employees.

Leaders need to be alerted who have to undertake a one-of-a-kind approach than stick with antique hints which includes providing employees suitable salaries and benefits, selling them but burdening them with other conscientious responsibilities and tasks (Yeaton, 2008). any other project that wishes to be pondered is how leaders can understand generational agencies. this can be complicated by using the employee's existence or degree of improvement. in addition to understanding behaviors and values, leaders need to be touchy to how each generation perceives generation. child boomers born among 1945 and 1964 had a gradual appreciation for era, whilst the gen X that sprouted throughout the MTV and online game increase season is stated to rhyme with generation. however, gene Y is the data era and is extraordinarily depending on technology (Yeaton, 2008 in Ahmad, 2015).

Challenges within the technological factor affect the achievement of man or woman duty within the administrative center. knowledge generational groups and their traits can near employee expertise gaps and strengthen a leader's capability to encourage employees. generation group The time period 'technology organization' (cohort) turned into first used by the French sociologist Emile Littre in 1863 (Howe & Strauss, 1991 in Ahmad, 2015). The study changed into later improved by Mannheim in 1928, and the term 'cohort generation' has been used in view that then to summarize every man or woman in unique ancient periods (Cutler, 1977 in Ahmad, 2015). baby boomers are born from 1945 to 1964, technology X born from 1965 to 1980, gen Y

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born after 1980, and gen Z born after 2000 (Eisner & Harvey, 2009 in Ahmad 2015). traits of Generational organizations inside the contemporary exertions orientation, the personnel comprises the four groups of this generation, from child boomers to generation z.

They coloration the environment of their manner. within the cosmetology body of workers, leaders consist of all generations. each generational institution has exceptional traits that represent them. it's far exceptional to remember the fact that their traits are formed by using demographic trends, cultural phenomena and that the instant they're born has turning points. it's far stated that toddler Boomers attention lots on their duties and feature a robust work ethic (Notter, 2007 in Ahmad, 2015). except, they're competitive and feature excessive loyalty to the business enterprise. era X prefers to paintings on my own and prioritizes work-lifestyles stability, and cynics and technology Y pay little interest to their responsibilities as long as it's far carried out and complete, socially sensitive, and technologically clever (Cennamo & Gardner, 2008; Crampton & Hodge, 2006 in Ahmad, 2015). era Y is stated to be era clever and lacks interpersonal communicate talents because they were raised and born within the virtual orientation technology. era Z is referred to as the cell technology.

They grow with generation and collectively with the arena extensive web, mp3 gamers, short messages, cellular telephones, PDAs, YouTube, iPads, media generation (Kapil and Roy, 2014: 10-11), with the characteristics of self-self-assurance, happiness, match for group spirit and liking social provider activities and additionally greater interested by actions than preceding generations ([www.psychologyfoundation.org](http://www.psychologyfoundation.org)). This deficiency reasons restrained social interplay between leaders and co-workers (Cascio, 2006 in Ahmad, 2015). interestingly, every of the generational attributes and beliefs approximately the job changed into laid out wherein it found out that child Boomers agree with that hard work equals lengthy hours at paintings. they've a long-term dedication to the company, while era X demands paintings-lifestyles stability at work. And a more flexible paintings time table. but, for generations Y and Z, they anticipate to have many businesses and lots of careers, and at the same time as on the same time, they're the nice in relation to integrating generation into the place of business (Ahmad, 2015). primarily based on the particular traits supplied, each generation of leaders is expected to have a special leadership approach to directing the enterprise. With the multigenerational make-up of modern-day workforce, it offers a challenge for leaders to understand and utilize appropriate management procedures that can later turn out to be equipment for maintaining personnel in organizations. In reference to this problem, the undertaking of gaining a greater understanding of this technology calls for leaders to be literate approximately the values and behavior of each exclusive era in order that humans can act in a way that permits anyone to make contributions correctly and effectively (Cennamo & Gardner, 2008 in Ahmad, 2015).

### CONCLUSIONS

The technical deficit has been for generations to try to capture up with others. it's far said that technical competence is lots greater not unusual among our young team of workers. nevertheless, many have described deficiencies in Low-Tech's ability to speak - either orally or in written shape (Cascio, 2006 in Ahmad, 2015). maximum folks' paintings in places which might be now developing "multigenerational environments." Transformational changes in generation over the last two decades have made gaps in expertise and abilities between generations. therefore, as a frontrunner, spotting, accepting, and dealing with this truth is the trick. a whole lot

has been written and stated about how infant Boomers and Gen X have to control the generation Y team of workers and later, era Z and the way navigation is driven by means of generation Y and Z era managers. Nuance and subtlety - all of it starts with work Y and Z write up capabilities and mastering to speak with them absolutely and beyond any doubt (Yukl & Lipsinger, 2004 in Ahmad, 2015).

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